



MEMORANDUM

TO: George M. Burgess
County Manager

DATE: August 28, 2003

FROM: 
Antonio Bared, Fire Chief
Miami-Dade Fire Rescue Department

SUBJECT: Reorganization and Cost-Saving
Initiatives

After reviewing my department's service and staffing levels and organizational structure, I have identified an annualized savings of approximately \$1.5 million that can help absorb our increasing overtime costs due to firefighter shortages and possibly increase levels of direct service.

My new Table of Organization depicts the reduction and elimination of management staff layers, specifically the Deputy level and the Senior Bureau Chief/Manager level, respectively. Of the two vacant Deputy Chief positions, one was frozen and the other was downgraded to an Assistant Chief. Five uniform Senior Bureau Chief positions were eliminated and two civilian Senior Bureau Manager positions were reclassified. In addition, the Fire Chief's Executive Assistant was eliminated. Finally, the unnecessary duplication of Human Resources, Labor Management, and Personnel services was streamlined to ensure quality performance. The savings associated with this reorganization will exceed \$650,000.

Additionally, I recently implemented several cost-saving initiatives, including deferring civilian hiring, transferring staff on special assignment back to operations, reducing the number of assigned take-home vehicles, and decreasing staff travel.

The first measures included personnel efficiencies that will result in an annualized savings of approximately \$575,000. I implemented a departmental hiring plan that strategically stagnated the hiring of over 70 civilian positions. I also sent eight uniform staff members on special assignment back to the field to reduce overtime due to firefighter vacancies.

Next, I reduced 24-hour take home vehicle assignments by twenty, resulting in a savings of approximately \$128,000. Additional fleet savings were generated by downsizing 70 percent of our full size sedan order (vehicles due for replacement through policy payments), from Ford Crown Victoria's to Chrysler Intrepid's. Also, four light fleet vehicles were replaced with Toyota Prius hybrids. Both of these proactive initiatives will provide a savings in fuel consumption and future cost of purchase.

By implementing a database and mandating a more stringent approval process for staff travel, I have successfully reduced the cost of departmental travel by \$125,000.

The new organization structure and cost-saving initiatives will maximize efficiency resulting in significant cost savings. I will continue to support initiatives for efficiency, whenever operationally feasible.

However, I want to take this opportunity to address the FY 03-04 proposed budget shortfalls, especially the overtime deficit. It is projected that this department will exceed the current year overtime budget by \$4.6 million, expending a total of \$14.6 million for this year due to firefighter vacancies and contract obligations. Next year's proposed budget only includes \$8.9 million for overtime.

I will need to reallocate part, if not all, of the savings mentioned above and the savings by the hiring of paramedics plan to cover the shortfall.

cc: Suzanne Torriente, Assistant County Manager
David M. Morris, Office of Management and Budget Director

Attachments

Organizational Chart - Director's Staff

Miami Dade Fire Rescue

8/26/03

